

MBA 616: HUMAN RESOURCE MANAGEMENT

Semester II, 2007-2008 Mon, Wed. 8.30 - 10.00 am, FB 320

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Purpose

Managing humans is at the heart of almost all the real-life management 'problems'. What it takes to 'manage' humans? Why humans are a 'resource' and what makes them special? The purpose of this course is to bring out issues involved in the management of human resources (HRM), both from current theory as well as practice. The course will examine humans at work and discuss various aspects which are basic to human motivation at work and in fulfilling career aspirations within organisations. HRM involves various issues right from selection-placement to performance appraisal, salary-career management, and training, etc. of employees in organisations.

The course also endeavours to discuss the basic issues involved in organising of employees as trade union – the origins, comparative institutional context and influence on HRM practices. Finally the course will bring the cutting edge issues with regard to HRM, like flexibility, automation, empowerment, Japanese practices, etc. *The stress throughout would be on evolving a perspective for developing humans at work and in formal organisations.*

Classes

Learning in the class will primarily happen through discussions amongst the participants and *not* through 'lecture' by the instructor. This will require that the student goes through the assigned readings and analyses them preferably in small groups, and comes prepared with his/ her analysis for a presentation in the class. Readings may also be assigned to specific groups for presentations. Begin your analysis with the assignments provided for all the cases and readings at the beginning of the course pack. I can always ask you to make a presentation even if it is not assigned to you. It becomes everybody's responsibility to get into a constructive dialogue instead of expecting a particular individual to be *the* provider of 'solutions'. A constructive dialogue means not only to speak, but also listen carefully and draw out some of the relatively quieter colleagues. This is not a course on oratory and hence what matters is *quality* of your participation - in speaking, listening, explaining and critiquing. The way the course is conceived, there *can not* be almost any learning without class participation. Hence in normal circumstances I expect you to be present in *all* the classes. If for special reasons you are not able to attend a particular class, I expect you to explain it in writing. If you miss more than three sessions then it will invite negative weightage as it is not only that you are not attending the class as an individual but you are also depriving the rest of the class from your views and analyses. If you are coming to a class it is expected that you have prepared assigned reading and are ready with your case-analysis. The assigned readings are only the beginning point.

I expect you to do whole lot of activities and preparation in groups. So please make **groups of 4** right after the first class as per your choice.

Evaluation

Class Participation & Presentations (25%)

As already explained class participation is a fundamental part of learning in the course. The purpose of class presentations is to initiate the discussion on the reading/case. The presentation should be preferably done by a group. Please come prepared with your presentation and only present your analysis in not more than 10 minutes.

Quizzes (10%)

There will be short – in class quizzes, which will be announced.

Take Home Assignments (15%)

Two written reports to be submitted in groups.

Project (25% - interim presentation 5%, final report 20%)

Take up an HRM related issue and analyse it in depth and relate to class discussions and theory. The objective is to learn from the complexities of a real life situation and attempt to apply the class room learning. Submit the project idea by **15th Jan, 2007**. Some of my ideas on the kind of projects that you can take up have been provided in your course pack. I expect you to interact with me regularly regarding your project.

End Semester Exam (25%)

It will be an in class - individual exam. The emphasis will be to examine understanding of the subject and analysis of complex situations and HR issues.

THIS IS MY SUGGESTED SCHEME FOR EVALUATION; IF ANY INDIVIDUAL WANTS IT TO BE SPECIFIC TO HER NEEDS S/HE IS FREE TO SUGGEST ALTERNATIVES.

Texts

- Newstrom, John W, & Davis, Keith (2002) *Organisational Behaviour: Human Behaviour at Work*, 11th Edn. New Delhi: Tata McGraw-Hill. **(OB)**
- **Dessler, Gary (2007) Human Resource Management 10/e. Delhi: Pearson. (HRM)**

Reference

- Robbins, Stephen P (1990) *Organisational Behaviour: Concepts Controversies and Applications*, New Delhi: Prentice Hall.
- Monappa, Arun & Sayiada, Mirza (1979) *Personal Management*, New Delhi: Tata McGraw Hill.
- Monappa, Arun (1985) *Industrial Relations*, New Delhi: Tata McGraw Hill.
- Beardwell, Ian & Holden, Len (1986) *Human Resource Management: A Contemporary Prospective*, New Delhi: McMillan.

Readings will be kept from time to time in the course file in the library reserve section. Students are expected to make their own copies of the cases and readings given as handouts.

DETAILED OUTLINE

*All the italicised readings and cases will be discussed at length in the class room.
Rest are background readings.*

Module I : Introduction and Theoretical Background

Session I : Introduction to the Course
Read: *Approaching Human Phenomena*
Tips for Case Method of Pedagogy
Course outline, projects, formation of groups

II : Introduction: contd.
Case: *The Case of the Team Spirit Tailspin*

III & IV : Meaning of Work: Humans as Resources
Case: *In the Sanding Booth at Ford & Mustang*
Read: *The Plum and the Lash*

Case: *The Life of a Software Worker*
PROJECT PROPOSALS DUE

V & VI : Historical Context: Origins of Trade Unions & Human Relations
Film: *Modern Times*
Read: *Responses to Taylor*

VII & VIII : Employee Motivation
Case: *Case of the Changing Cage*
Read: *Why we Misread Motives*
Read: *Achieving Motivation in the Work Place*

Case: *Two Women Three Men on a Raft*
Read: *The Set-Up-to-Fail Syndrome*

IX : Working in Teams
Case: *When Good Times Go Away*
Read: *Why Teams Don't Work*

QUIZ I

Module II : Basic Issues in Human Resource Management

X & XI : Staffing
Case: *S G Cowen*
Read: Chapter 6 & 7, HRM
Read: *Hiring without Firing*
Read: *What do I say if they ask?*

XII & XIII : Performance Management
Case: *Performance Appraisal at Kashipur Textiles Ltd.*
Read: Chapter 9, HRM
Read: *Getting 360 degree Feedback Right*

XIV & XV : Compensation Management
Case: *When Salaries Aren't Secret*
Read: Chapter 11-13, HRM,
Read: *How to Ruin Motivation with Pay*

QUIZ II

XVI & XVII : Managing Career & Employee Development
Case: *Hospital Software Solutions*
Read: Chapter 8, HRM

Case: *Menton Bank*
Read: Chapter 10, HRM
Read: *Towards a Career Resilient Workforce*

INTERIM PROJECT PRESENTATIONS

Module III : Contemporary Issues & New Directions

XVIII : Technology & HRM
Case: The Case of the Omniscient Organisation
Read: The End of Work
ASSIGNMENT II

XIX : Japanese HRM
Case: Orix KK: Incentives in Japan
Read: On the Line at Subaru-Isuzu

XX : Flexibility & HRM
Case: Commute to Nowhere
Read: Close Look at the Flexible Regime

XXI : Emotional Work
Case: Airline Stewardess, Waitress, Hospital Aide
Read: Managing Emotions
INTERIM PROJECT PRESENTATIONS

XXII : Role of Unions
Case: Termination at Indian Steel Plant
Read: The Two Faces of Unionism

- XXIII, XXIV : Contingent Work & Labour Standards
Case: Labour Standards in the Times of Globalisation
Case: Han Young
Read: Worked to death
- XXV, XXVI : Empowerment
XXVII Case: How I learned to Let My Workers Lead
Read: Why My Former Employees Still Work for Me
- Case: Southwest Airlines – Nuts!
Read: Fair Processes
- FINAL PROJECT REPORT SUBMISSION
- XXVIII : Strategic Aspects of HRM
Read: HRM at Enron: The Unindicted Co-conspirator